West Fargo Public Library Board of Directors
Special Meeting Agenda
3:30PM Library Meeting Room 1
Friday, March 18, 2022
West Fargo Public Library
215 3rd Street East
West Fargo, ND 58078

Regular Agenda

1. Call to order
2. Approve order of agenda
3. Approval of revised Circulation Supervisor Budget Allocation and Job Description **(Action)**
4. Adjourn

To: West Fargo Public Library Board of Directors

From: Lauren Nephew, Youth Services Mgr.; Kirsten Henagin, Adult Services Mgr.; Molly Flaspohler, Coll. Dev. / Tech Services Mgr.; Amy Hitch, Circulation Supervisor

Date: Friday, March 18, 2022

Subject: Proposed staffing changes and budget adjustment

Action: Approve proposed staffing changes and corresponding 2022 budget adjustment

West Fargo Public Library Board of Directors

President
Liann Hanson

Vice President
Jodie Haring

Board member
Mandy George
City Commissioner

Board member
Alanna Rerick

Board member
Tony Stukel

Library Director
Vacant

Deputy Director
Vacant

Summary and Recommendation

Consistent supervision of the Library's Circulation Department is crucial as it involves managing the Library's main contact point with the public. This important work involves taking part in day-to-day operations (materials circulation, card-creation, technology support, reader's advisory, patron account maintenance, etc.). This position is also responsible for training, scheduling, and overseeing eight part-time staff members and a myriad of additional tasks related to the Library's online system, interlibrary loan, and public relations situations.

Prior to 2015, supervision of our busiest service area was managed by two, part-time staff members (20 hrs/week). In 2015, a full-time Circulation Supervisor position was created. Since 2020, these responsibilities have had to shift quite a lot due to retirements and organizational changes.

- 2020: Library Specialist (30 hrs/week) was *removed* and not replaced
- 2021: Library Director *removed* from all Service Desk shifts, including weekend rotation
- 2021: Deputy Director was included in two weekly shifts (including one evening) and the weekend rotation. This position is *currently vacant*.

Providing adequate, stable supervision and staffing of the circulation department has always been challenging due to the busyness of the area, complexity of tasks, and part-time nature of staff members who in recent years have been repeatedly turning over. However, the changes bulleted above have created an even more fragile supervisory and staffing situation.

In addition to the reduction of Service Desk supervisory staff, the Library experienced a significant increase in the turnover rate of our part-time, front-line workers. In 2020, we added our 8th Library Assistant. We also replaced a Program Assistant and hired, then replaced, another Library Assistant position. In 2021, four different Library Assistant and both Program Assistant positions turned over. In 2022, we have finally managed to fill our Library Assistant positions. However, one of our Program Assistant positions is currently in the process of again turning-over. Currently, the Library's Program Assistants (full-time and part-time) are assigned regular Circulation Desk shifts. Recruiting, hiring, onboarding and training new front desk staff requires a substantial time commitment from someone in a supervisory role. Additionally, when these vacancies occur, considerable strain is placed on our remaining part-time Assistants, Library Service Managers and Librarian to cover any understaffed desk shifts in order to continue the Library's current service levels.

Currently, the Library Service Managers work roughly 27 hours at the Circulation Desk across a four week rotation. Our Children's Services Librarian spends 38 hours there over the same rotation. The Library's Circulation Supervisor works the Circulation Desk 14 hours weekly, with two weekend shifts per month. Because we are no longer able to provide dedicated, full-time Circulation supervision during the hours our front desk operates, the Library Service Managers and Librarian have had to take over these hours. These individuals are then unable to prioritize the work required of them based on our own job descriptions such as service, program and collection development, staff management, and library system implementation, and optimization.

The Supervisor team is proposing a second Circulation Supervisor be added to the library staff, who would function as an evening supervisor. The grade and level of the position would not change. The position description was last updated in 2020, and the version attached has been updated to reflect consistent language with more recently updated job descriptions.

The need for an additional Circulation Supervisor exceeds the current vacancies of our Director and Deputy Director as their roles are largely administrative in nature, and not directly supervising the circulation desk. The creation of this role has been repeatedly discussed since 2020, and was de-prioritized for higher level management positions. The position would create a realignment of day-to-day circulation supervisory responsibilities to the Circulation Supervisor away from the Library Service Managers, Librarians and Deputy Director to allow for more direct supervisor to staff communication, sustainability of library operations, and consistency of service delivery. By having two Circulation Supervisors, the supervision and management of the eight Library Assistants can be shared. In addition, the trouble-shooting and advanced inquiries of core circulation responsibilities such as Inter-Library Loan, Technology Circulation, Patron Account Management, and e-Resource adoption can be distributed between the two staff members.

We recommend the approval of a second Circulation Supervisor and related allocation of funds of current vacancies. These changes are proposed in consultation with the City Administrator, who has reviewed the proposed staffing changes and financing, and the Human Resources department, which has reviewed the proposed position descriptions and position grading.

Policy Analysis

The proposed position changes represent an organizational structure that is standard in the public library field and that will provide needed efficiency now and as we continue to scale up our operations to fit the community. The addition of more full-time circulation staff was noted as an immediate need in the 2020 version of the Library's staffing plan.

Financial Analysis

Due to the staff vacancies of the Library Director (G19) and Deputy Director of Patron Services (G17) and estimated hiring timeline of a new Director, the library will be underspent in full-time salaries. We recommend the utilization of the full-time salary of the Deputy Director of Patron Services to fund the hiring of this position. These changes are proposed in consultation with the Finance Director, who has reviewed the proposed staffing changes and financing.

Circulation Supervisor
Job Description

Department: Library
Reports To: Library Service Manager
Pay Grade: 12
FLSA Classification: Non Exempt
Approved by: Library Board
Revision Date: February 7, 2020

SUMMARY

Under limited supervision, the Circulation Supervisor oversees all aspects of circulation and patron interaction in-library, over the phone, and online. This includes providing direct supervision and work direction to circulation staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Provides direct oversight of circulation staff to ensure quality in customer service in-person, over the phone, and online. Supervises, approves timesheets, participates in hiring and termination procedures, disciplinary actions, and reviews, and provides direction and training to assigned staff and volunteers.
- Leads unit in promoting an internal culture of positivity, excitement for continuous organizational change, and a customer focus.
- Oversees circulation operations, including item check-in/check-out, holds, interlibrary loan, patron notices, fees and fines, issuing library cards, shelving, shelf-reading, cleaning, and safety.
- Resolves advanced customer inquiries related to library policies and patron accounts using independent judgement.
- Schedules circulation staff and assigns duties, including maintenance of off-site book drops and equipment.
- Provides reference, readers' advisory, and technology assistance to patrons. Analyzes customer questions to determine which sources will meet a customer's informational needs and goals.
- Instructs customers on use of library resources, including online resources and devices used to access them. Troubleshoots issues with the library's online resources.
- In coordination with the Access Services Manager, provides training to circulation staff in customer service, service to diverse populations, library policy, circulation procedures, online resources, technology, reference skills, and safety.
- Provides exceptional service in dealing with patrons who may be difficult.
- Monitors the library facilities; tidies and maintains the good condition of the library and upholds library policies and procedures.
- Plans and mounts book displays and merchandising throughout the Library.
- Maintains literature racks, service desk literature, and public postings.

- Recommends procedure and/or policy improvements related to patron behavior, services and other library operations to library management.
- Provides leadership in the absence of senior staff. Performs opening and closing duties.
- Maintains knowledge of current trends, development, and best practices in library services.
- Works safely, follows safe work practices, and identifies and reports unsafe work conditions.
- Performs other duties as required or assigned.

An individual in this position must be able to successfully perform the essential duties and responsibilities listed below. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of this position.

MINIMUM QUALIFICATIONS

- Bachelor's degree in a related field.
- Two years of customer service experience in a library.
- Two years of supervisory experience.
- Equivalent education and experience is acceptable.
- Ability to create and maintain effective working relationships with peers, superiors, other City departments, subordinates, vendors, contractors, external government agencies and organizations.
- Strong communication skills, both orally and in writing.
- Valid driver's license.

PREFERRED QUALIFICATIONS

- Master's Degree in Library Science from an ALA-accredited institution.

PHYSICAL AND MENTAL DEMANDS

While performing the duties of this job, the incumbent must regularly sit and talk or hear. The incumbent is frequently required to use hands to touch, handle or feel. The incumbent is occasionally required to stand and walk. The incumbent may be required to occasionally perform a full range of motion with lifting and/or carrying items weighing up to 35 pounds. The mental and physical requirements described here are representative of those that must be met by an individual to successfully perform the essential functions of this position.

WORKING ENVIRONMENT

Work is performed in a standard office environment. The noise level in the work environment is usually moderate. This position may require the incumbent to occasionally drive to alternative locations. The work environment characteristics described here are representative of those an individual encounters while performing the essential functions of this position.

I have read and understand the duties, responsibilities, and requirements for this position. *

Employee's Name (please print)	Employee Signature	Date

*This document does not create an employment contract, implied or otherwise, other than an "at-will" employment relationship. The City of West Fargo retains the discretion to add duties or change the duties of this position at any time.

Circulation Supervisor
Job Description - Draft

Department: Library
Reports To: Deputy Director of Patron Services
Pay Grade: 12
FLSA Classification: Non Exempt
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ESSENTIAL DUTIES AND RESPONSIBILITIES

- Provides direct oversight of circulation staff to ensure quality in customer service in-person, over the phone, and online. Supervises, approves timesheets, participates in hiring and termination procedures, disciplinary actions, and performance reviews. Provides direction, coaching, and training to assigned staff and volunteers. Ensures that reports are trained in safe work practices and that safety procedures are followed.
- Schedules circulation staff and assigns duties, including maintenance of off-site book drops and equipment.
- In coordination with the [Deputy Director of Patron Services], provides training to circulation staff in customer service, service to diverse populations, library policy, circulation procedures, online resources, technology, reference skills, and safety.
- Leads unit in promoting an internal culture of positivity, excitement for continuous organizational change, and a customer focus. Communicates courteously and professionally; develops working relationships with others in carrying out job functions.
- Oversees circulation operations, including item check-in/check-out, holds, interlibrary loan, patron notices, fees and fines, issuing library cards, shelving, shelf-reading, cleaning, and safety.
- Provides circulation, basic and advanced reference services and readers' advisory, basic assistance with technology, and other services provided by circulation staff. Analyzes customer questions to determine which sources will meet a customer's informational needs and goals.
- Instructs customers on use of library resources, including online resources and devices used to access them. Troubleshoots issues with the library's online resources.
- Resolves advanced patron inquiries related to library policies and patron accounts using independent judgement.
- Monitors the library facilities; tidies and maintains the good condition of the library and upholds library policies and procedures.

- Delegates responsibilities related to book displays and merchandising throughout the Library. Maintains literature racks, service desk literature, and public postings.
- Recommends procedure and/or policy improvements related to patron behavior, services and other library operations to library management.
- Provides leadership in the absence of senior staff. Performs opening and closing duties.
- Maintains knowledge of current trends, development, and best practices in library services.
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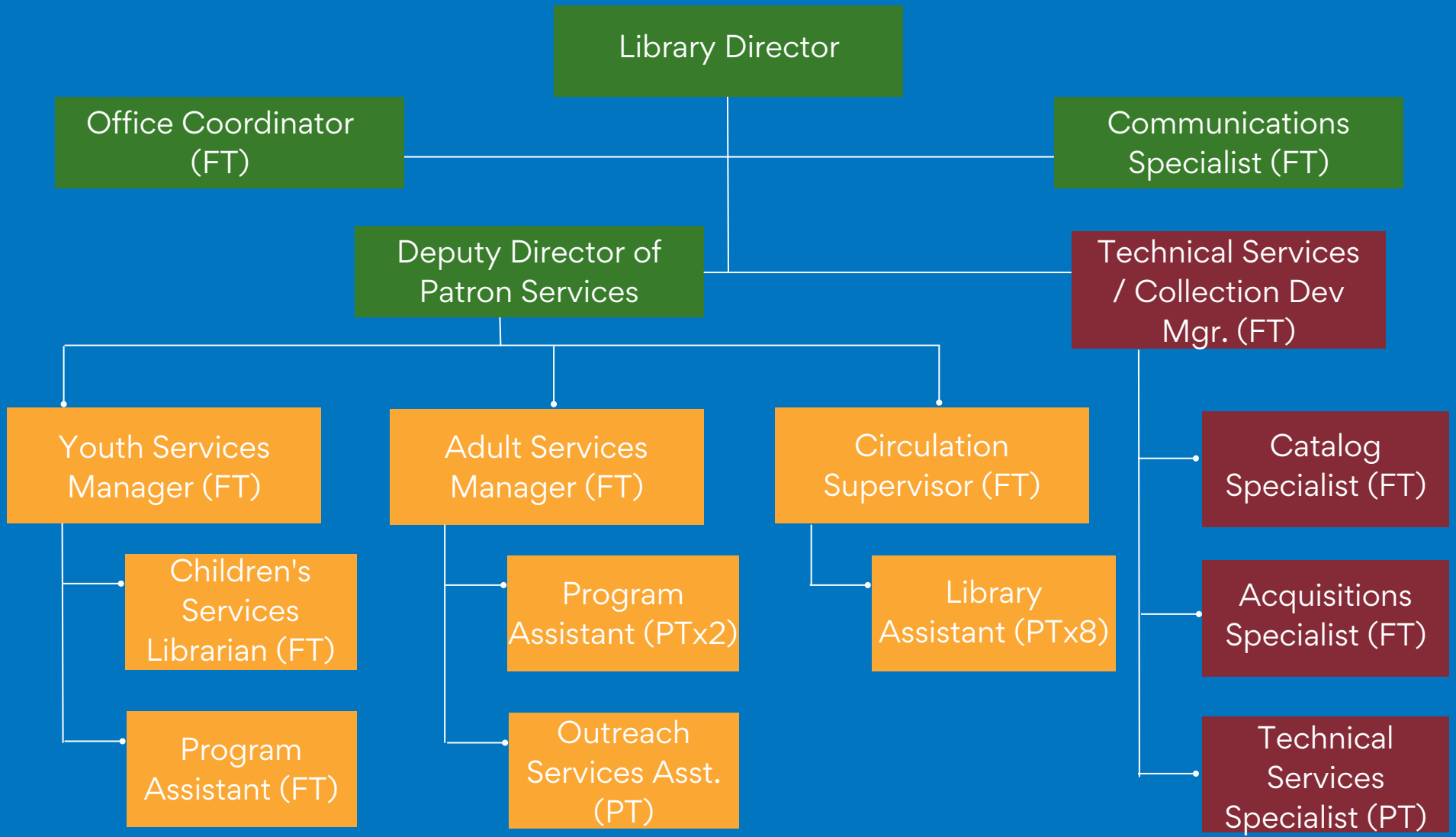
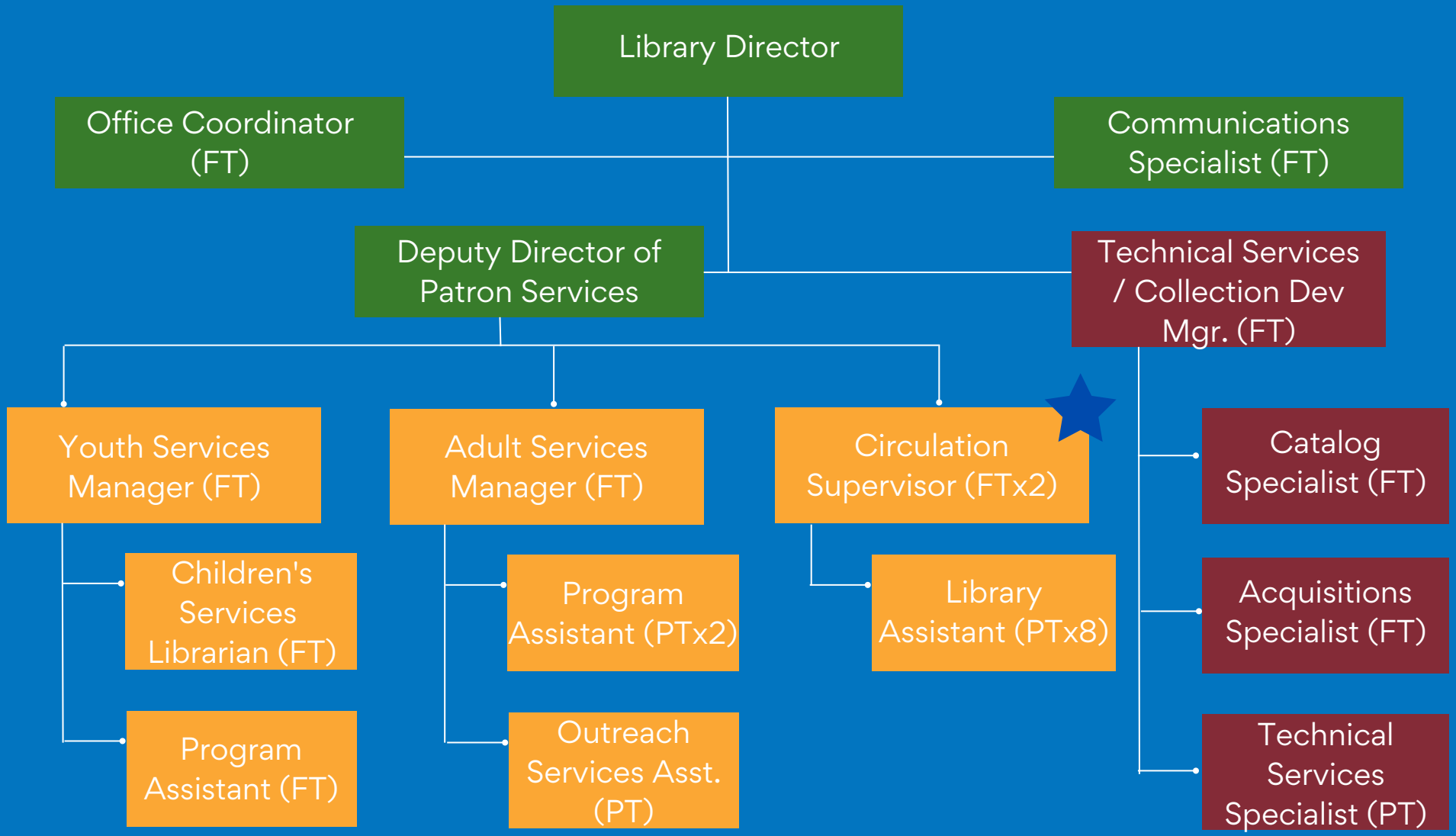
2022 - Current

West Fargo Public Library



2022 - Proposed

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